Figure 1: Role of the board in creating value

GOVERNANCE PRINCIPLES FRONT-LINE LEADERSHIP MANAGER/SUPERVISOR Create value for Set the Vision and Identify the patient Establish the Establish and monitor a **Mission and Values** meaningful goals for the organization direction, vision and structure to ensure Create constancy that impact the strategies to achieve and strategic goal consistency with overall vision of purpose the goal the vision and strategy Succession planning Think systematically Ш Support and challenge Lead with humility **Share with others** Energize people to the Board, CEO, Coach problem solving ENABL what is working develop and overcome Respect every executive team and and empower the team barriers to change and find individual organization with while breaking down opportunities humble inquiry and silos Listen and celebrate! to grow Learn continuously accountability IMPROVE **Focus on process Practice Lean** governance Solve problems **Embrace scientific** Breakthrough thinking Challenge the process to thinking daily Use generative identify improvement while supporting thinking to advance ideas developed Monitor and ensure **Understand and** Adapt & Adjust the organization and by front-line stability manage variation **PDSA** set expectations for perfection (TN) Seek perfection

